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# ***Ferris School***

**Dianne Gadow, Superintendent**



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# ***Development of the Division***

- ◆ **Delaware Plan -1987**
- ◆ **Expansion of Delaware Plan - 1990**
- ◆ **Scarlett Carp Phase I Report**
- ◆ **Scarlett Carp Phase II Report**



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# ***Governor's Task Force for Design of Ferris Facility***

- ◆ **Appointed by Governor's Office**
- ◆ **Representation of all Government and Community Organizations Assisting Youth**
- ◆ **Task Force Role**
  - ▲ **Final Recommendation to Governor's Office**
  - ▲ **Scarlett Carp Report**
  - ▲ **60 Bed Facility**
  - ▲ **Location - New Castle County**



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# ***Environment of the Ferris School 1993-1996***

- ◆ **Pending ACLU lawsuit**
- ◆ **Ferris School population out of control**
- ◆ **Surging populations**
- ◆ **Adversarial relationships between Union and Management**
- ◆ **AWOLS from the secure care facilities**
- ◆ **Major community outrage at safety issues**
- ◆ **Impact on Ferris of reorganization of Division**



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# ***Capital and Construction Aspects***

- ◆ **Legislative approval for 14.5 million dollar facility**
- ◆ **NIMBY - Not in my backyard**
- ◆ **Siting issues**
- ◆ **Geotech and wetlands survey not done**
- ◆ **Problems inherent with general contractor approach**
- ◆ **Advantages and payoff that we experienced by having site management**
- ◆ **Union vs. Nonunion labor**



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# ***Work Force Transition 1994-95***

- ◆ **Critical Decisions**
  - ▲ Upgrade direct care workforce to Bachelor Degree
  - ▲ Directive vs. consensus building model
  - ▲ Design of Facility - secure but normalized
- ◆ **Financial support for college for existing employees**
- ◆ **No new positions - critical reclassifications**
- ◆ **Development of three new classifications of staff - 55 total**
- ◆ **Staff Recruitment**



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# ***Work Force Transition 1994-95***

- ◆ **No employees lost their job**
- ◆ **New workforce - old building**
- ◆ **Turnover of new staff**
  - ▲ **Delay of building - false impression**
- ◆ **Fallout**
  - ▲ **Grievances**
  - ▲ **Class Action**
  - ▲ **EEOC Filings**
  - ▲ **Sister institution reaction to transfer**
  - ▲ **Existing staff resisting change**
- ◆ **Negotiation of union contracts**



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# ***Program Design***

- ◆ **Program design drives the architectural design of the facility**
- ◆ **Resist latest, greatest design**
- ◆ **Population to be served**
- ◆ **Academics and prevocational capability**
- ◆ **Core Psychoeducational Skills Based Program**
- ◆ **Specialized treatment program**



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# ***Total Learning Environment***

- ◆ **Total Learning Environment inclusive of  
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Culture Transformation Team**



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# ***Transformation Team***

## ◆ **Charter**

- ▲ **Implement a model program for Ferris School which sustains a Total Learning Environment inclusive of a Therapeutic Community and a Normative Culture while providing for public safety. The program will include success criteria with measurable outcomes**
- ◆ **To work in a way that models value of open communication, broad stakeholder input and involvement, examination of best practices, and a respect for each other while keeping focused on salient issues and outcomes**
- ◆ **“Break the Mold” staff roles, training, development**



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# ***Transformation Team***

- ◆ **Develop recommendations for Steering Committee**
- ◆ **Team Membership across disciplines**
- ◆ **Visit model programs across nation**
- ◆ **Operationalize Best Practices**
  - ▲ **Program**
  - ▲ **Administrative structure**
  - ▲ **Standards and evaluation**
- ◆ **Vision Conference**



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# ***Physical Transition***

- ◆ **Coordinate Move**
- ◆ **Policy and Procedure**
- ◆ **Implement Program - Steps**
- ◆ **Training**
- ◆ **Movement**
- ◆ **Student Schedules**



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# ***The New Ferris School***

- ◆ **Pilot program-seed group - April 15, 1997**
- ◆ **Completed move - May 15, 1997**
- ◆ **Received Middle States Accreditation - January 1997**
- ◆ **Gained compliance with ACLU Settlement Agreement - July 1997**
- ◆ **Created an environment where youth are respectful and feel safe - staff have good environment in which to work**
- ◆ **Production in FACTS**
- ◆ **Ferris seen as a “placement”**



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# *Future*

## ▲ **Therapeutic Community**

- ✓ **Art Therapy**
- ✓ **Norms/Behavior/Therapeutic Community**
- ✓ **Transition Program**
- ✓ **Treatment Plan**
- ✓ **Sex Offender Treatment**
- ✓ **Drug and Alcohol Treatment**
- ✓ **Family Grant**



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# ***Future***

- ▲ **Total Learning Environment**
  - ✓ **Transition of Teachers to Ferris**
  - ✓ **Finalize Academic Hirings**
  - ✓ **Host Program - Help One Student to Succeed**
  - ✓ **Inter-Scholastics**
  - ✓ **Fine Arts**
  - ✓ **Educational Equipment**
  - ✓ **Vocational Programs**
  - ✓ **Library**
  - ✓ **Year-round School Program**



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# ***Future***

- ▲ **Outcomes for Program Components**
  - ✓ **ACA Accreditation - November 1998**



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# *Measurements*

- ◆ Youth Behavior and Attitude
- ◆ Benchmarks - Recidivism
- ◆ Decrease Overtime and Casual/Seasonal Expenditures
- ◆ Decrease Maintenance
- ◆ Reintegrate Youth in Community, Family, School, Job



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